



DEPARTMENTS OF THE ARMY AND AIR FORCE
Illinois Army and Air National Guard
1301 North MacArthur Boulevard, Springfield, Illinois
62702-2399

DMAIL Policy / Procedure Memo 2003-02
(ILNG)

27 June 2003

MEMORANDUM FOR Members of the Illinois National Guard

SUBJECT: Command Philosophy

1. Greetings to the men and women of the Illinois National Guard. Let me introduce myself, outline for you my command philosophy, and explain how you will be a part of that philosophy.

2. Many of you know me from past service. I have spent my entire National Guard career of more than 20 years either in the 66th Infantry Brigade or at the training regiment in Springfield. I have just completed a civilian career of 30 years as a High School teacher. My commission is from the Regular Army Infantry Officer Candidate School. I spent three years on active duty including a tour in Vietnam with the 5th Special Forces Group.

3. My philosophy of command is based on basic leadership principles that complement the core values of our services combined with my personal experiences. My vision for the Illinois National Guard is to be a mission ready military force which exceeds all national, state, and community requirements. My specific focus for this organization will be five-fold:

- Our priority is warfighting. Everything we do is focused on that.
- Our indicator is readiness; personnel, equipment, training.
- Our customer is the junior enlisted servicemember. Take care of these men and women and you take care of the organization.
- Our Commanders command; staffs support. Together we reach "yes".
- Lastly, we will determine focus number five as we evolve. For now, I intend to aggressively posture the Illinois National Guard to be a model organization for State and Federal Homeland Defense missions.

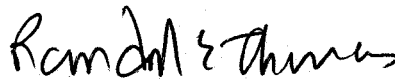
All of these items will be wrapped with the bonds of accountability. I will expect leaders and followers at all levels to be accountable for what they do.

4. I intend to accomplish this vision and focus by setting and attaining high standards, by being personally engaged, by team-building, and by effective staff processes. I will fight for the men and women, Air and Army, of this State, to ensure that they are never sent into harm's way without being well-trained, properly equipped, and appropriately deployed. We will conduct business through honesty, open communication, and decisiveness. I require timeliness, attention

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to detail, frank reporting, and a no-nonsense approach. I will be loyal to you, and I will work to earn your loyalty.

5. I look forward to the challenges of command and service. I know that I am prepared and that together we will be successful. I will expect much of you and you may demand the same of me. Our soldiers and airmen deserve nothing less.

A handwritten signature in black ink, appearing to read "Randal E. Thomas". The signature is fluid and cursive, with the first name "Randal" being more prominent than the last name "Thomas".

RANDAL E. THOMAS
Brigadier General, IL ARNG
The Adjutant General